

Interim Report Number 1 - 8/14/ 2014

**Planning and Development Review Department Workflow Organizational
Assessment by Zucker Systems for Austin, Texas**

I. EMPLOYEE PERCEPTIONS

Two confidential questionnaires were completed by many of the employees in the Planning and Development Review Department in eight meetings held on August 5, 6, and 7 at the Austin Community College.

A short, closed-ended questionnaire (shown in Appendix A) was completed during the meetings and collected by the consultants. The raw scores and tallies of this survey are shown in Appendix B.

A longer, 16 page questionnaire was completed by employees and mailed or emailed to the consultants in San Diego to assure confidentiality. Information obtained from these questionnaires was essential to our analysis.

The short questionnaire also asked employees to list pet peeves and give suggestions for improvements. These comments were used as part of our analysis for this report.

The short, closed-ended questionnaire consisted of a series of statements to be rated by the respondents. Responses were tallied and averaged and the raw scores are displayed in Appendix B. The statements were designed to elicit the mood and feelings of each employee about overall division or department excellence. For each of the 42 statements, the employee was asked to respond as follows:

- | | |
|-----------------------|--------------------|
| 1 – Strongly Disagree | 4 – Somewhat Agree |
| 2 – Somewhat Disagree | 5 – Strongly Agree |
| 3 – Neutral | 6 – Not Applicable |

Generally, the higher the rating (i.e., 4's and 5's) the better the employee perceives the subject area and the more excellent the division or department.

We've conducted this survey in many planning and development review departments and divisions. Generally, a score below 3.0 is an indication of issues that need to be addressed. We like to see average scores in the high 3's and 4's. We believe that the scores give a reasonably accurate assessment of the employee's view of their division or department.

The number of Questions with averages under 3.0 (excluding the No Division category) ranged from a low of 14 (33% of the questions) to a high of 36 (86% of the questions). These are the worst scores we have ever recorded in our various studies. Because the

negative scores are so extensive, they don't lend themselves to a division by division or question by question analysis. The scores are consistent with what we heard from employees in the eight employee meetings. Employees are very unhappy about the direction and leadership in the Department.

The survey tallied scores for 16 different Divisions. Many of the Questions had negative scores for many or virtually all the Divisions as shown in Figure 2. The lowest scoring Division was the Office of the Director with an average response of only 1.87. The highest or best score was for Information Technology with an average score of 3.50.

Table 1

Function	Number of Short Questionnaires	Average Response to Short Questionnaire	Number of Questions With Averages Under 3.0	Number of Employees Responding to Short Questionnaire
Top Managers	6	3.43	15	
Mid Managers/Supervisors	31	3.16	21	
Building Inspection	37	2.93	26	
Commercial Review	13	2.24	36	
Comprehensive Planning/Urban Design	21	2.85	28	
Current Planning/CodeNEXT	13	3.01	20	
Development Assistance Center	20	2.90	30	
Environmental Inspection	6	3.03	17	

Information Technology	7	3.50	14
Land Use Review	44	2.93	27
No Division Recorded	2	3.18	5
Office of Director	3	1.87	32
Permit Center	3	2.16	24
Residential Review	18	3.20	14
Site/Subdivision Inspection	40	3.12	19
Support Services/Accounting	10	2.96	27
Total	274		

Figure 1
The Shaded Boxes Show Negative Scores Below 3.0 By Question and Division

Q #	Top Mgrs	Mid Mgmt	Bldg Inspt	Comm Review	Comp Plan	Current Plan	DAC	ENV	Info Tech	Land Use	No Div	Office of Dir	Permit Center	Res Review	Site Sub	Support Svrs	# of Div scored under 3.0
#1																	7
#2																	10
#3																	7
#4																	7
#5																	4
#6																	8
#7																	10
#8																	10
#9																	10
#10																	1
#11																	7
#12																	5
#13																	1
#14																	13
#15																	5
#16																	7
#17																	7
#18																	16
#19																	6
#20																	4
#21																	15
#22																	14
#23																	14
#24																	14
#25																	1
#26																	0
#27																	11
#28																	13
#29																	12
#30																	13
#31																	10
#33																	9
#34																	7
#35																	11
#36																	7
#37																	9
#38																	4
#39																	13
#40																	8
#41																	9
#42																	14

Fourteen or 16 of the Divisions had negative scores below 3.0 for five of the questions as follows:

- #18. *There is good teamwork and communication between the different departments, division, or organizations conducting development review, plan checking and inspection in the City.*
- #21. *The City has a coordinated development review and plan checking process.*
- #22. *Permit and development processes in the City are not unnecessarily complex nor burdensome on the applicant.*

- #24. *Application review in the City is undertaken in a consistent manner.*
- #42. *The Permit Center functions well.*

As can be seen, these five questions all relate to the development process and are consistent with the comments we received from the Stakeholders.

Twelve or 13 additional Divisions had negative scores below 3.0 for five of the Questions as follows:

- #14. *We have an efficient records management and documentation system in our Department.*
- #28. *The City Planning Commission works well and is effective.*
- #30. *The Design Commission works well and is effective.*
- #39. *Building permits are reviewed in a short and timely way.*
- #29. *The Board of Adjustment works well.*

Three of these questions relate to Boards and Commissions that the Planning and Development Review Department works with. While we will briefly review these functions, the Department is not in a position to directly work on problem areas they are experiencing.

Appendix A

Short Employee Questionnaire

Please check your Division or function:

- Building Inspection
- Commercial Review
- Comprehensive Planning/Urban Design
- Current Planning/CodeNEXT
- Development Assistance Center
- Information Technology
- Land Use Review
- Permit Center
- Residential Review
- Site/Subdivision Inspections
- Support Services/Accounting & Fiscal Surety
- Other _____

		Somewhat
1	Strongly Disagree	4 Agree
2	Somewhat Disagree	5 Strongly Agree
3	Neutral	6 Not Applicable
		7 Don't Know

-
1. Our Division seeks to identify problems quickly. []
 2. When problems are identified, our Division moves quickly to solve them. []
 3. Our Division has an effective process for listening to citizen or client concerns. []
 4. The concern for employees in our Division is sincere. []
 5. Good service is the rule rather than the exception in our Division. []

6. Managers in our Division encourage and advance new ideas from employees. []
7. We have a strong emphasis on training in our Division. []
8. Management in our Division discusses objectives, programs and results with employees regularly. []
9. There is free and open communication in our Division between all levels of employees about the work they are performing. []

	Somewhat
1 Strongly Disagree	4 Agree
2 Somewhat Disagree	5 Strongly Agree
3 Neutral	6 Not Applicable
	7 Don't Know

-
10. Employees in our Division treat citizens with respect. []
11. Our Division encourages practical risk-taking and supports positive effort. []
12. Our Division has a clear sense of what its programs are trying to accomplish. []
13. We do our jobs very well in our Division. []
14. We have an efficient records management and documentation system in our Division. []
15. I am satisfied with the type of leadership I have been receiving from my supervisor in our Division. []
16. I have enough time to do my work as it needs to be done. []
17. I am kept abreast of changes that affect me. []
18. There is good teamwork and communication between the different departments, divisions or organizations conducting development review, plan checking and inspection in the City. []
19. I am aware of standard turnaround times in our Division for processing plans and permits as communicated by my supervisor. []

20. I am able to meet standard turnaround times for processing plans and permits in our Division as communicated by my supervisor. []
21. The City has a clear and coordinated development review and plan checking process. []
22. Permit and development processes in the City are not unnecessarily complex nor burdensome on the applicant. []
23. Applications are reviewed in the City in a timely manner. []
24. Application review in the City is undertaken in a consistent manner. []
- | | |
|---|-------------------|
| | Somewhat |
| 1 | Strongly Disagree |
| 2 | Somewhat Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |
| 6 | Not Applicable |
| 7 | Don't Know |
-
25. It should be the policy of the City and its employees to assist any applicant in completing his/her application, see that it is complete as soon as possible, and process it without undue delay. []
26. It should be the policy of the City to make the development and permit process as pleasant and expeditious as possible. []
27. We are doing the right amount of long range planning for the City. []
28. The City Planning Commission works well and is effective. []
29. The Board of Adjustment works well and is effective. []
30. The Design Commission works well and is effective. []
31. The Environmental Board works well and is effective. []
33. The Historic Landmark Commission works well and is effective. []
34. The Mechanical Plumbing and Solar Board works well and is effective. []

- 35. The Residential Design and Compatibility Commission works well and is effective. []
- 36. The Sign Review Board works well and is effective. []
- 37. The Zoning and Platting Commission works well and is effective. []
- 38. The Plans we prepare for the City are good. []
- 39. Building permits are reviewed in a short and timely way. []
- 40. Land Use applications are reviewed in a short and timely way. []
- 41. Site/Subdivision Plans are reviewed in a short and timely way. []
- 42. The Permit Center functions well. []

Please briefly answer the following:

- 43. Please list any “pet peeves” or concerns about your Department, Division, or the City as related to the City's Planning and Development Review Department.
- 44. Please provide at least one suggestion or recommendation for improvement related to your Department, Division, or the City as related to the City Planning and Development Review Department.

45. What are you most proud of in relation to your Department or Division?

Appendix B

Detailed Tallies From The Questionnaires

Top Managers

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Ave
#1	4	2	4	2	5	4	3.50
#2	4	4	4	2	4	4	3.67
#3	2	4	4	4	4	4	3.67
#4	5	5	5	4	4	5	4.67
#5	2	5	5	5	5	4	4.33
#6	4	3	5	4	3	5	4.00
#7	3	5	3	3	5	5	4.00
#8	2	4	4	4	4	4	3.67
#9	4	3	5	4	2	5	3.83
#10	4	5	5	4	5	5	4.67
#11	4	4	5	2	3	5	3.83
#12	4	4	4	4	5	3	4.00
#13	5	4	5	4	4	5	4.50
#14	4	3	3	3	2	2	2.83
#15	3	2	4	3	5	3	3.33
#16	1	3	4	5	5	3	3.50
#17	4	4	2	2	5	2	3.17
#18	2	3	NA	2	2	2	2.20
#19	5	NA	NA	2	3	NA	3.33
#20	3	NA	NA	3	3	NA	3.00
#21	2	1	2	2	NA	NA	1.75
#22	1	1	1	1	2	1	1.17
#23	2	1	DK	DK	NA	NA	1.50
#24	1	2	DK	DK	NA	NA	1.50
#25	5	5	5	2	5	4	4.33
#26	5	5	5	5	5	5	5.00
#27	2	DK	3	DK	4	4	3.25
#28	2	DK	2	DK	DK	1	1.67
#29	4	DK	DK	DK	DK	1	2.50
#30	1	DK	2	DK	DK	DK	1.50
#31	3	DK	DK	3	DK	DK	3.00
#33	3	DK	DK	3	DK	DK	3.00
#34	DK	4	DK	DK	DK	DK	4.00
#35	1	DK	DK	DK	DK	DK	1.00
#36	DK	DK	DK	DK	DK	DK	DK
#37	4	DK	DK	DK	DK	1	2.50
#38	4	DK	5	3	DK	5	4.25
#39	2	2	DK	DK	3	DK	2.33
#40	2	DK	DK	DK	DK	DK	2.00
#41	2	DK	DK	3	DK	DK	2.50
#42	2	2	DK	1	DK	1	1.50
Ave	3.00	3.33	3.84	3.07	3.88	3.44	3.43

Mid Managers

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16
#1	4	3	4	5	5	4	5	5	4	2	2	1	4	4	1	DK
#2	4	3	1	4	4	4	5	2	5	2	2	1	2	5	2	5
#3	3	DK	2	4	4	4	5	4	4	2	1	2	3	1	5	
#4	5	2	1	4	5	1	5	5	3	2	4	5	1	1	1	3
#5	5	2	NA	4	4	5	5	4	4	2	3	3	5	1	1	5
#6	3	3	1	4	5	5	4	4	5	2	2	1	2	3	1	5
#7	3	2	1	4	4	4	5	4	5	2	3	1	2	1	1	1
#8	4	1	3	4	4	4	4	1	5	1	2	1	2	2	1	1
#9	5	1	3	4	5	4	5	2	4	2	1	1	1	1	1	DK
#10	4	3	4	5	5	5	5	4	4	4	4	4	5	2	5	5
#11	DK	2	NA	3	4	3	5	2	3	2	3	3	4	3	2	3
#12	5	3	4	5	5	4	1	4	4	2	3	2	2	1	4	
#13	4	3	3	5	4	4	4	4	5	4	4	4	2	4	5	5
#14	3	3	3	3	2	1	3	1	2	1	1	4	4	3	4	3
#15	5	5	2	5	5	5	5	2	5	4	5	1	2	1	4	2
#16	1	5	1	2	2	3	4	2	2	2	2	3	2	5	1	1
#17	2	3	1	4	5	4	3	4	2	2	4	1	2	3	1	2
#18	4	1	1	4	3	2	1	4	3	1	1	1	2	1	1	2
#19	5	3	4	5	5	5	5	4	5	2	5	1	5	1	4	2
#20	5	4	3	2	DK	5	NA	1	4	2	4	1	5	1	4	3
#21	2	2	3	5	4	2	3	4	4	2	2	1	2	1	1	2
#22	3	2	3	1	1	1	3	1	2	2	1	2	1	DK	1	1
#23	DK	DK	3	4	4	4	3	4	3	2	2	3	2	DK	1	2
#24	DK	DK	3	4	4	5	3	4	3	1	2	3	1	DK	1	2
#25	5	5	DK	3	4	5	4	5	4	5	5	5	5	DK	4	DK
#26	5	5	4	4	5	5	3	5	2	5	5	5	5	4	4	DK
#27	DK	DK	NA	3	4	DK	DK	1	3	1	2	3	1	DK	1	DK
#28	DK	DK	NA	3	2	1	DK	1	3	2	2	2	3	DK	2	DK
#29	DK	DK	NA	3	DK	1	DK	2	3	DK	2	3	3	DK	2	DK
#30	DK	DK	NA	2	3	3	DK	DK	3	DK	3	3	3	DK	2	DK
#31	DK	DK	NA	3	3	1	DK	DK	3	DK	3	3	3	DK	2	DK
#33	DK	DK	DK	3	4	DK	DK	2	3	DK	3	3	3	DK	2	DK
#34	DK	DK	DK	3	DK	DK	DK	DK	3	DK	DK	3	DK	DK	2	DK
#35	DK	DK	DK	3	3	DK	DK	1	3	DK	DK	3	3	DK	2	DK
#36	DK	DK	DK	3	DK	DK	DK	DK	3	DK	DK	3	3	DK	2	DK
#37	DK	DK	DK	3	4	DK	DK	DK	3	2	4	3	3	DK	2	DK
#38	DK	3	3	3	4	4	NA	DK	3	2	NA	1	2	3	2	DK
#39	DK	2	3	DK	DK	3	DK	DK	1	DK						
#40	DK	DK	DK	4	4	DK	DK	DK	2	4	2	3	2	DK	1	DK
#41	DK	4	DK	4	4	DK	DK	DK	3	4	2	2	2	DK	1	DK
#42	3	DK	DK	DK	DK	DK	DK	1	3	DK	2	3	DK	DK	1	DK
Ave	3.83	2.92	2.54	3.62	3.91	3.52	4.04	2.82	3.41	2.47	2.72	2.46	2.71	2.39	1.95	3.00

	Emp #17	Emp #18	Emp #19	Emp #20	Emp #21	Emp #22	Emp #23	Emp #24	Emp #25	Emp #26	Emp #27	Emp #28	Emp #29	Emp #30	Emp #31	Ave
#1	4	2	2	4	4	2	4	4	4	5	5	5	5	2	2	3.53
#2	4	3	3	4	3	2	4	2	4	5	5	4	2	1	3.29	
#3	3	4	DK	4	4	3	NA	4	2	3	5	4	3	4	DK	3.37
#4	5	4	4	4	4	3	5	5	5	3	5	3	4	5	3	3.55
#5	4	4	4	4	4	5	4	2	4	4	5	4	4	5	4	3.80
#6	3	4	2	3	5	3	5	5	5	4	5	5	4	5	2	3.55
#7	4	4	3	1	3	4	4	2	4	4	5	3	5	2	2	3.00
#8	2	4	2	3	3	3	3	2	5	3	5	4	4	4	2	2.87
#9	4	2	4	2	5	5	5	5	4	3	5	3	5	5	1	3.40
#10	4	4	4	4	5	5	4	5	5	4	4	4	4	5	5	4.32
#11	4	2	DK	4	3	3	5	2	3	4	3	3	3	4	2	3.11
#12	4	3	5	4	2	3	4	4	5	4	4	3	4	4	1	3.48
#13	4	4	5	4	3	4	3	4	4	4	5	4	4	4	4	4.00
#14	3	2	5	3	1	5	2	1	1	4	4	3	4	4	2	2.74
#15	3	4	3	3	5	4	3	5	NA	5	4	1	5	4	NA	3.69
#16	3	1	2	1	4	4	2	2	1	3	1	1	4	1	4	2.32
#17	2	5	4	2	2	5	3	2	1	4	4	1	4	1	1	2.81
#18	3	2	NA	NA	1	3	2	2	1	4	1	2	3	2	1	2.03
#19	NA	5	NA	NA	NA	NA	NA	5	5	5	2	5	NA	NA	NA	4.00
#20	NA	3	NA	NA	4	NA	NA	5	4	1	NA	2	NA	NA	NA	3.15
#21	NA	2	4	NA	1	NA	3	3	1	2	1	3	NA	DK	NA	2.40
#22	2	3	1	DK	DK	3	2	3	1	4	1	1	DK	2	NA	1.85
#23	NA	3	2	DK	DK	NA	2	3	3	2	DK	5	DK	DK	NA	2.85
#24	NA	2	3	DK	DK	NA	2	4	4	3	DK	3	DK	DK	NA	2.85
#25	5	4	5	4	4	NA	5	4	5	2	5	3	NA	5	NA	4.40
#26	5	5	5	4	5	2	5	4	5	5	5	3	NA	5	5	4.45
#27	3	3	3	2	2	3	1	5	2	4	DK	3	DK	4	1	2.50
#28	DK	DK	DK	NA	1	DK	DK	4	1	4	DK	2	DK	3	NA	2.25
#29	3	DK	1	NA	1	DK	DK	4	1	4	DK	2	DK	DK	NA	2.33
#30	3	DK	DK	NA	1	DK	DK	3	1	3	DK	3	DK	DK	NA	2.57
#31	NA	DK	DK	NA	2	3	DK	3	1	4	DK	3	DK	DK	2	2.60
#33	NA	DK	DK	NA	3	DK	DK	4	1	4	DK	3	DK	DK	NA	2.92
#34	4	DK	DK	NA	DK	DK	DK	DK	1	4	5	3	DK	DK	NA	3.11
#35	NA	DK	DK	NA	3	DK	DK	DK	1	3	DK	1	DK	DK	NA	2.36
#36	NA	DK	3	NA	DK	DK	DK	DK	1	3	DK	3	DK	DK	NA	2.67
#37	NA	DK	DK	NA	4	DK	DK	5	1	3	DK	3	DK	DK	NA	3.08
#38	NA	NA	NA	NA	NA	2	NA	4	3	4	NA	3	3	DK	NA	2.88
#39	3	DK	NA	NA	DK	DK	3	4	2	2	DK	3	DK	DK	NA	2.60
#40	NA	3	NA	NA	DK	DK	2	4	3	2	DK	3	DK	DK	NA	2.79
#41	NA	4	NA	NA	4	DK	2	4	3	3	DK	3	DK	DK	NA	3.06
#42	2	DK	NA	NA	3	DK	2	2	2	2	4	2	NA	2	NA	2.27
Ave	3.44	3.28	3.29	3.20	3.09	3.43	3.25	3.55	2.75	3.46	3.92	3.00	4.00	3.63	2.37	3.16

Building

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18
#1	4	4	4	3	4	4	4	4	4	4	4	4	3	4	4	1	1	1
#2	5	4	2	3	4	4	5	3	4	1	4	5	1	2	4	1	1	1
#3	5	4	5	3	4	2	DK	DK	3	4	3	1	3	4	3	3	5	
#4	5	5	3	5	3	3	5	4	2	4	5	2	3	1	3	4	4	5
#5	2	5	4	5	3	4	DK	4	3	2	5	4	4	5	4	4	5	5
#6	1	5	4	4	4	3	DK	4	2	DK	4	3	1	5	4	1	2	1
#7	2	5	2	4	3	3	4	3	3	5	4	3	1	4	4	1	2	1
#8	1	5	2	4	3	3	1	3	5	DK	2	2	1	4	4	1	1	1
#9	1	DK	DK	DK	3	4	DK	3	DK	4	3	2	3	4	1	1	1	1
#10	5	5	4	DK	4	5	5	5	2	3	2	5	5	4	3	3	5	
#11	2	4	3	DK	2	4	5	4	4	1	4	3	2	DK	4	1	4	1
#12	4	5	4	DK	2	4	3	3	4	1	3	3	2	3	3	1	3	1
#13	5	5	5	DK	2	5	5	5	4	3	4	4	5	4	4	3	4	5
#14	4	5	2	3	DK	2	5	4	DK	2	4	3	3	2	3	1	3	1
#15	5	5	4	5	4	4	2	3	3	4	4	1	1	5	4	1	5	1
#16	4	5	4	2	2	4	5	1	2	5	5	1	1	2	4	4	5	1
#17	5	5	4	3	5	3	3	4	3	4	3	1	2	3	3	2	5	
#18	1	2	1	DK	DK	2	DK	3	2	1	3	1	1	1	5	1	1	1
#19	4	3	NA	NA	DK	2	DK	3	2	1	2	2	NA	4	4	1	1	1
#20	5	NA	NA	4	NA	NA	DK	NA	NA	1	NA	1	NA	4	4	NA	4	NA
#21	1	2	NA	NA	DK	2	4	4	2	1	DK	2	2	DK	3	DK	2	1
#22	1	2	5	NA	1	1	DK	2	2	1	DK	1	2	DK	3	DK	3	1
#23	1	2	3	NA	DK	2	DK	DK	2	1	NA	1	3	DK	3	DK	1	1
#24	1	2	3	NA	DK	2	DK	DK	2	1	NA	2	1	DK	3	DK	DK	1
#25	5	5	4	5	5	5	4	5	5	NA	5	5	4	5	5	5	NA	
#26	5	5	5	3	5	5	3	4	5	5	5	5	5	4	5	5	5	5
#27	4	5	3	NA	2	1	DK	DK	DK	1	3	DK	3	1	3	2	DK	1
#28	1	5	4	NA	DK	2	DK	DK	2	1	DK	DK	DK	3	2	DK	1	
#29	1	5	NA	NA	DK	3	DK	DK	2	DK	DK	DK	DK	3	DK	DK	1	
#30	1	5	NA	NA	DK	DK	DK	DK	DK	2	DK	DK	DK	3	DK	DK	1	
#31	4	5	NA	NA	DK	DK	DK	DK	DK	2	DK	DK	DK	3	DK	DK	1	
#32	4	5	NA	NA	DK	DK	DK	DK	DK	DK	DK	DK	DK	3	DK	DK	1	
#33	4	5	NA	NA	DK	DK	DK	DK	DK	DK	DK	DK	DK	3	DK	DK	1	
#34	4	4	NA	NA	DK	4	DK	DK	2	DK	DK	4	DK	5	4	3	DK	1
#35	5	5	4	NA	DK	DK	DK	DK	2	DK	DK	DK	DK	3	3	DK	1	
#36	2	4	NA	NA	DK	DK	DK	DK	DK	DK	DK	DK	DK	5	3	DK	DK	1
#37	1	5	NA	NA	DK	DK	DK	DK	DK	DK	DK	DK	DK	3	DK	DK	1	
#38	2	NA	NA	NA	3	DK	DK	3	DK	DK	NA	3	DK	NA	3	DK	4	NA
#39	1	2	2	NA	2	2	3	DK	DK	1	2	1	3	4	4	DK	3	1
#40	1	2	NA	NA	DK	2	DK	DK	DK	DK	DK	DK	1	DK	3	DK	DK	1
#41	1	2	NA	NA	DK	DK	DK	DK	DK	DK	DK	DK	1	DK	3	DK	DK	1
#42	1	2	2	NA	4	1	4	3	4	1	2	1	2	3	4	1	2	1
Ave	2.85	4.08	3.41	3.73	3.22	3.03	3.94	3.42	3.00	2.36	3.57	2.50	2.38	3.54	3.46	2.19	2.86	1.74

	Emp #19	Emp #20	Emp #21	Emp #22	Emp #23	Emp #24	Emp #25	Emp #26	Emp #27	Emp #28	Emp #29	Emp #30	Emp #31	Emp #32	Emp #33	Emp #34	Emp #35	Emp #36	Emp #37	Ave
#1	4	4	1	4	2	2	2	4	2	2	2	4	5	DK	5	4	2	2	4	3.22
#2	4	1	1	4	2	2	4	3	1	2	2	4	5	4	3	2	1	2	4	2.84
#3	2	2	4	DK	3	2	2	4	1	2	4	5	4	DK	2	4	1	4	4	3.18
#4	4	3	1	4	5	2	3	3	5	3	4	5	4	5	3	5	2	1	4	3.57
#5	4	2	5	2	4	4	2	5	3	4	2	5	4	5	5	2	1	4	3.67	
#6	4	2	1	2	3	4	2	5	4	3	4	4	4	3	4	4	3	1	4	3.11
#7	5	3	1	4	2	4	4	3	4	3	4	5	5	2	2	1	2	1	4	3.05
#8	4	2	1	1	5	4	3	5	2	4	4	4	5	1	4	3	1	1	4	2.81
#9	5	2	1	1	1	2	DK	5	1	DK	4	5	5	1	4	2	1	1	4	2.53
#10	4	2	4	4	5	5	DK	5	2	1	5	5	5	5	4	2	3	4	4	3.97
#11	4	3	DK	4	3	4	4	4	4	1	4	4	3	3	4	4	3	4	2	3.24
#12	3	4	1	1	1	4	2	3	3	2	2	4	5	2	4	2	2	2	4	2.78
#13	4	2	4	3	5	5	4	4	4	2	4	4	5	3	4	2	3	2	4	3.89
#14	2	2	1	2	1	4	4	3	1	4	3	4	4	DK	4	1	2	2	2	2.74
#15	5	1	2	4	3	5	2	5	5	3	5	5	5	5	5	5	3	2	5	3.68
#16	4	1	1	1	1	2	1	2	2	1	2	2	5	2	3	1	1	1	4	2.54
#17	4	2	1	4	1	2	1	3	5	4	4	5	5	4	4	1	1	4	4	3.24
#18	3	1	1	1	1	2	2	3	1	1	4	1	2	1	4	1	1	1	2	1.74
#19	3	2	3	1	1	DK	3	2	2	1	2	3	5	DK	5	3	1	NA	2	2.38
#20	4	2	1	DK	NA	DK	2	3	1	2	3	3	5	DK	4	4	1	NA	4	2.95
#21	1	2	1	1	NA	2	1	3	1	1	2	3	3	DK	2	1	1	NA	2	1.89
#22	1	1	1	1	DK	1	1	1	2	1	1	3	3	1	2	1	1	1	2	1.61
#23	1	2	2	DK	NA	2	DK	2	2	1	1	3	3	2	1	1	1	1	2	1.74
#24	1	2	3	DK	NA	2	2	3	2	1	2	3	3	DK	3	1	1	1	2	1.92
#25	5	4	5	5	5	5	4	3	5	5	2	5	5	5	5	5	4	5	4	4.66
#26	5	4	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	4.76
#27	4	4	1	2	1	2	DK	3	1	3	DK	3	3	DK	4	DK	1	1	2	2.37
#28	4	DK	1	DK	1	DK	DK	3	DK	2	DK	3	3	DK	3	DK	d	1	2	2.32
#29	4	DK	DK	DK	1	DK	DK	3	DK	DK	DK	4	3	DK	3	DK	d	2	2	2.64
#30	4	DK	2	DK	1	DK	DK	3	DK	DK	DK	3	3	DK	3	DK	d	2	2	2.50
#31	4	DK	4	DK	1	DK	DK	3	DK	DK	DK	3	3	DK	3	DK	d	2	2	2.86
#32	4	DK	2	DK	3	DK	DK	3	DK	DK	DK	1	3	DK	3	DK	d	1	3	2.77
#33	4	DK	2	DK	3	DK	DK	3	DK	DK	DK	1	3	DK	3	DK	d	1	3	2.77
#34	4	DK	1	DK	DK	DK	DK	3	DK	DK	DK	3	3	DK	3	DK	d	NA	4	3.25
#35	4	DK	2	DK	3	DK	2	3	DK	DK	DK	2	3	DK	3	DK	d	1	3	2.88
#36	4	DK	3	DK	DK	DK	2	3	DK	DK	DK	3	3	DK	3	DK	d	NA	3	3.00
#37	4	DK	1	DK	DK	DK	3	3	DK	DK	DK	3	3	DK	3	DK	d	NA	3	2.75
#38	4	DK	4	DK	NA	DK	1	3	DK	NA	DK	3	3	3	DK	2	1	3	2.82	

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	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Ave
#1	1	1	1	1	2	2	2	1	1	1	1	1	4	1.46
#2	1	4	1	1	2	2	1	2	1	1	1	1	1	1.46
#3	1	2	1	1	4	3	1	4	1	2	1	1	DK	1.83
#4	1	1	1	1	5	3	2	1	1	1	2	1	1	1.62
#5	1	2	2	2	4	3	1	4	1	2	1	1	4	2.15
#6	1	1	1	1	2	3	1	1	1	1	1	1	5	1.54
#7	1	1	1	1	3	2	1	1	1	1	1	1	5	1.54
#8	1	1	1	1	1	2	1	2	DK	1	1	1	5	1.50
#9	1	2	2	1	4	DK	1	1	4	1	2	1	5	2.08
#10	4	2	4	5	4	5	5	4	4	5	3	4	4	4.08
#11	3	2	1	1	4	3	DK	2	1	3	1	1	1	1.92
#12	4	1	1	1	2	2	DK	2	4	1	3	1	DK	2.00
#13	DK	2	4	4	4	4	4	4	4	5	3	4	4	3.83
#14	4	2	3	4	4	1	2	2	4	1	1	2	DK	2.50
#15	1	4	1	1	2	3	1	1	4	1	4	1	DK	2.00
#16	2	2	5	1	2	5	5	1	1	5	1	1	1	2.46
#17	4	1	1	1	2	3	4	1	1	2	1	1	3	1.92
#18	1	1	1	1	4	2	1	2	1	1	1	1	1	1.38
#19	5	4	3	2	4	2	1	5	1	1	2	4	4	2.92
#20	4	5	5	1	2	5	1	1	1	1	3	1	1	2.38
#21	5	1	3	4	4	3	2	2	4	1	1	1	2	2.54
#22	2	1	1	4	2	1	2	2	3	1	1	1	1	1.69
#23	1	2	1	2	2	1	5	2	1	1	1	1	1	1.62
#24	1	2	3	1	2	2	DK	1	1	1	2	1	1	1.50
#25	5	4	5	5	4	5	1	4	1	4	5	2	5	3.85
#26	5	4	5	4	5	5	5	3	5	5	5	4	5	4.62
#27	DK	1	1	1	2	3	DK	4	DK	1	1	3	DK	1.89
#28	DK	1	1	NA	4	DK	DK	3	DK	1	2	DK	1	1.86
#29	DK	DK	1	NA	4	DK	DK	2	DK	1	3	DK	1	2.00
#30	DK	DK	1	DK	4	DK	DK	DK	DK	1	3	DK	DK	2.25
#31	DK	DK	1	DK	3	DK	DK	DK	DK	1	3	DK	1	1.80
#33	DK	DK	3	DK	3	DK	DK	2	DK	1	4	DK	DK	2.60
#34	4	DK	1	DK	2	DK	DK	DK	DK	1	3	DK	DK	2.20
#35	2	DK	3	DK	3	DK	DK	DK	DK	1	2	DK	DK	2.20
#36	DK	DK	3	DK	3	DK	DK	DK	DK	1	4	DK	DK	2.75
#37	2	1	3	DK	3	DK	DK	2	DK	1	3	DK	1	2.00
#38	4	1	5	NA	2	4	5	NA	4	1	3	DK	DK	3.22
#39	1	1	1	2	1	1	5	2	1	1	2	1	1	1.54
#40	4	1	3	DK	3	DK	5	DK	DK	1	3	1	1	2.44
#41	1	1	3	DK	3	DK	5	DK	DK	1	3	DK	1	2.25
#42	1	4	1	DK	2	3	1	4	DK	3	2	2	DK	2.30
Ave	2.39	1.94	2.17	1.96	2.98	2.86	2.54	2.27	2.11	1.63	2.20	1.57	2.45	2.24

Comprehensive Planning

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18	Emp #19	Emp #20	Emp #21	Ave	
#1	2	1	1	2	1	1	4	4	1	1	4	4	2	2	2	1	2	4	5	4	1	2.33	
#2	1	1	1	2	1	3	3	4	2	1	4	4	2	2	2	1	2	4	3	2	2.33		
#3	2	2	1	4	1	3	2	5	1	1	3	4	DK	2	3	4	4	5	4	4	3	2.90	
#4	4	2	4	2	2	4	2	5	DK	1	4	2	4	1	3	4	2	DK	5	4	3	3.05	
#5	2	4	2	5	2	5	4	5	2	1	4	4	5	3	4	4	4	5	5	5	4	3.76	
#6	3	4	1	4	2	4	2	5	2	1	4	3	3	1	2	2	2	5	5	4	4	3.00	
#7	3	2	4	4	4	4	4	4	1	1	3	4	2	1	2	2	1	4	DK	3	3	2.80	
#8	3	2	1	1	1	2	2	2	2	1	5	2	2	1	1	1	1	4	5	4	1	2.10	
#9	DK	DK	1	4	1	2	2	3	4	2	1	DK	2	5	DK	2	DK	4	3	5	4	2.81	
#10	5	5	4	5	4	5	2	4	DK	4	5	5	5	1	4	4	5	5	5	5	4	4.30	
#11	2	2	1	4	2	5	4	4	3	1	3	2	4	1	3	2	3	5	5	5	3	3.05	
#12	1	4	1	1	2	4	4	2	2	1	2	4	3	3	1	1	4	4	4	3	3	2.57	
#13	2	4	4	2	2	5	4	5	3	4	4	5	4	4	3	4	3	5	5	5	3	3.81	
#14	1	2	1	1	4	DK	2	DK	DK	1	3	3	2	3	1	DK	4	3	4	DK	3	2.38	
#15	2	5	5	4	2	3	3	4	4	1	4	2	4	2	2	1	1	4	5	4	2	3.05	
#16	1	5	3	4	5	4	5	4	4	4	5	1	2	4	2	2	4	5	5	4	4	3.67	
#17	2	4	1	2	1	4	4	4	3	1	5	1	2	3	2	2	5	4	5	4	4	3.00	
#18	2	DK	1	2	1	DK	2	NA	1	1	1	1	2	4	1	DK	3	3	NA	2	2	1.81	
#19	DK	4	4	NA	NA	DK	3	NA	DK	1	NA	2	NA	3	NA	NA	NA	NA	NA	NA	3	2.86	
#20	DK	4	NA	NA	NA	NA	NA	NA	DK	DK	NA	1	NA	5	NA	3.33							
#21	1	2	1	1	1	1	2	NA	DK	1	3	4	DK	3	NA	DK	DK	NA	NA	DK	NA	1.82	
#22	3	1	1	1	1	2	1	NA	DK	1	2	1	1	2	NA	NA	DK	NA	NA	1	NA	1.38	
#23	3	2	3	3	1	4	2	NA	DK	1	2	1	DK	DK	NA	DK	DK	NA	NA	3	NA	2.27	
#24	5	2	1	2	1	2	1	NA	DK	1	2	1	DK	DK	NA	1	2	NA	NA	3	NA	1.85	
#25	5	5	4	4	5	3	4	5	5	5	5	4	1	5	5	5	DK	5	3	5	NA	4.37	
#26	5	5	3	4	DK	3	4	5	5	3	5	5	4	5	5	5	4	5	5	5	NA	4.47	
#27	1	4	3	4	DK	2	4	2	4	1	5	1	1	5	1	4	2	1	2	3	4	2.70	
#28	1	1	2	2	DK	3	1	1	1	1	3	1	1	1	5	1	1	1	2	2	1	1.60	
#29	1	DK	2	DK	4	DK	1	1	DK	1	3	1	DK	DK	DK	DK	DK	NA	DK	1	2	1.70	
#30	1	DK	1	1	DK	DK	DK	NA	DK	1	3	1	2	DK	DK	DK	3	2	DK	NA	1	1.67	
#31	DK	3	2	DK	DK	3	DK	NA	DK	1	3	1	DK	NA	2.17								
#33	DK	DK	2	DK	DK	DK	DK	NA	DK	3	3	1	DK	2	2.20								
#34	DK	DK	1	DK	DK	DK	DK	NA	DK	3	NA	3	DK	NA	2.33								
#35	DK	DK	1	DK	DK	DK	1	NA	DK	1	3	1	DK	2	1.50								
#36	DK	DK	2	DK	DK	DK	DK	NA	DK	3	3	3	DK	2.75									
#37	2	4	2	DK	DK	1	1	2	DK	1	3	1	DK	2	NA	1.91							
#38	3	5	3	4	1	DK	4	5	DK	1	4	4	4	4	3	2	4	4	4	4	4	3.53	
#39	DK	DK	1	DK	1	DK	DK	NA	DK	3	1	1	DK	DK	DK	DK	DK	NA	DK	NA	1.40		
#40	4	DK	4	DK	1	DK	DK	NA	DK	2	2	1	DK	5	DK	DK	DK	DK	NA	DK	NA	2.71	
#41	4	DK	4	DK	1	5	DK	NA	DK	2	2	1	DK	DK	DK	DK	DK	DK	NA	DK	NA	2.71	
#42	DK	DK	1	2	1	DK	2	NA	1	1	1	4	DK	4	DK	DK	DK	DK	NA	DK	NA	1.89	
Ave	2.48	3.14	2.13	2.79	1.93	3.22	2.72	3.74	2.45	1.63	3.27	2.37	2.79	3.00	2.39	2.52	2.91	4.00	4.17	3.50	2.75	2.85	

DAC

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18	Emp #19	Emp #20	Ave
#1	1	5	2	2	5	4	1	4	3	2	3	1	1	1	4	1	5	4	1	4	2.70
#2	1	2	2	3	4	4	2	4	3	3	1	1	1	2	4	2	4	4	1	4	2.60
#3	1	3	5	3	5	5	4	4	3	2	1	1	1	1	2	2	5	2	1	3	2.70
#4	2	DK	5	3	5	5	2	4	3	2	3	1	3	2	1	2	5	DK	1	4	2.94
#5	3	1	4	3	4	4	5	4	3	1	2	4	4	2	2	4	4	5	1	4	3.20
#6	1	2	4	3	3	3	NA	2	3	3	1	3	1	2	2	5	5	1	4	2.68	
#7	1	1	1	1	3	2	1	4	2	4	3	1	2	1	2	1	4	4	1	4	2.15
#8	1	1	1	1	4	2	1	2	2	1	1	1	1	1	2	4	5	4	1	4	2.00
#9	1	1	2	4	5	2	3	4	2	2	DK	1	DK	1	1	3	DK	3	DK	4	2.44
#10	3	4	5	4	4	4	4	5	4	4	4	5	5	1	2	3	4	5	4	4	3.90
#11	2	3	2	3	4	3	4	5	4	3	2	1	2	2	3	3	4	3	1	4	2.90
#12	3	2	4	3	3	3	4	4	4	4	3	1	1	2	5	3	5	5	1	4	3.20
#13	3	3	2	3	5	4	4	4	4	2	4	5	4	4	5	4	4	4	1	4	3.65
#14	DK	1	4	1	5	4	3	4	3	2	4	1	2	4	3	4	4	1	1	4	2.89
#15	4	3	4	2	3	3	4	5	5	4	5	1	3	1	2	1	5	5	1	5	3.30
#16	1	5	5	2	2	4	4	5	5	4	2	1	5	2	5	5	4	1	1	5	3.40
#17	1	1	2	3	5	2	2	4	4	4	1	1	3	1	5	2	5	3	1	5	2.75
#18	1	2	2	3	3	2	2	2	3	3	2	1	1	4	3	2	4	1	1	4	2.30
#19	5	5	2	4	3	4	2	4	4	2	5	5	4	4	3	2	5	1	1	5	3.50
#20	2	4	4	4	3	4	4	NA	5	4	4	4	4	4	4	NA	5	2	4	NA	3.82
#21	2	4	5	1	3	3	4	NA	3	3	3	1	2	1	3	4	2	1	1	3	2.58
#22	1	1	1	2	1	3	4	4	3	2	3	3	1	1	2	1	2	1	1	3	2.00
#23	3	1	4	2	4	3	3	2	3	2	3	3	4	2	3	4	2	2	1	3	2.70
#24	2	1	2	2	4	3	3	4	3	1	4	1	4	1	3	4	2	4	1	3	2.60
#25	4	5	5	4	2	3	5	DK	3	5	2	3	4	5	5	5	2	5	5	5	4.05
#26	5	5	5	4	5	3	4	DK	4	5	5	4	4	5	5	5	2	4	5	5	4.42
#27	4	2	2	4	3	3	3	DK	DK	3	DK	1	1	DK	5	3	2	1	1	3	2.56
#28	3	3	DK	2	3	3	DK	DK	3	3	DK	3	1	2	3	d	3	2	1	3	2.53
#29	DK	3	2	2	3	3	DK	DK	3	4	4	1	DK	2	3	d	3	2	1	DK	2.57
#30	DK	3	DK	3	3	3	DK	DK	DK	3	DK	2	DK	d	3	2	1	DK	2.56		
#31	DK	3	DK	3	3	3	DK	DK	DK	DK	3	1	2	DK	d	3	DK	1	DK	2.44	
#33	DK	3	DK	4	3	3	DK	DK	DK	DK	3	DK	2	DK	d	3	DK	1	4	2.89	
#34	DK	3	DK	3	3	3	DK	DK	DK	DK	3	DK	2	DK	d	3	DK	1	DK	2.63	
#35	DK	3	DK	3	3	3	DK	DK	DK	DK	2	1	DK	2	DK	d	3	DK	1	DK	2.33
#36	DK	3	5	2	3	3	DK	DK	DK	4	4	4	DK	4	DK	3	3	DK	1	4	3.31
#37	DK	3	DK	3	3	3	DK	DK	3	3	DK	1	1	2	2	3	3	DK	1	4	2.50
#38	2	3	DK	3	4	2	4	DK	3	3	DK	3	2	NA	3	4	3	3	1	4	2.94
#39	DK	2	2	2	3	3	2	DK	DK	2	1	3	1	1	3	4	2	4	1	3	2.29
#40	2	1	DK	2	4	3	3	DK	3	DK	DK	5	2	1	DK	5	4	4	1	3	2.87
#41	2	1	2	3	4	3	3	DK	3	DK	DK	5	2	1	DK	5	2	4	1	3	2.75
#42	1	1	DK	2	4	3	1	DK	DK	2	1	3	3	1	2	d	3	3	1	2	2.06
Ave	2.19	2.58	3.13	2.71	3.56	3.17	3.06	3.90	3.28	2.88	2.83	2.32	2.44	2.05	3.09	3.13	3.53	3.06	1.35	3.83	2.90

Environmental

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Ave
#1	4	4	4	2	2	3	3.17
#2	2	2	5	2	2	2	2.50
#3	4	3	4	3	3	2	3.17
#4	2	4	5	1	4	2	3.00
#5	4	3	4	2	2	2	2.83
#6	3	1	5	1	2	2	2.33
#7	4	2	5	1	3	2	2.83
#8	3	1	4	1	3	2	2.33
#9	3	2	5	DK	3	2	3.00
#10	4	4	5	5	3	4	4.17
#11	4	1	3	4	2	4	3.00
#12	4	1	4	3	3	3	3.00
#13	4	3	4	3	4	5	3.83
#14	3	3	2	2	2	5	2.83
#15	1	3	5	1	2	5	2.83
#16	3	5	5	4	5	5	4.50
#17	4	3	3	2	2	5	3.17
#18	2	1	1	2	2	2	1.67
#19	NA	NA	4	2	4	NA	3.33
#20	NA	NA	4	3	4	5	4.00
#21	2	NA	3	3	3	2	2.60
#22	3	DK	4	3	2	3	3.00
#23	3	DK	3	3	2	3	2.80
#24	3	DK	2	3	2	3	2.60
#25	5	2	4	5	3	4	3.83
#26	5	2	5	5	4	4	4.17
#27	3	DK	2	3	3	3	2.80
#28	DK	DK	3	3	2	3	2.75
#29	DK	DK	3	3	2	3	2.75
#30	DK	DK	3	3	2	3	2.75
#31	3	DK	4	3	4	4	3.60
#33	DK	DK	3	3	3	3	3.00
#34	DK	DK	DK	3	3	3	3.00
#35	DK	DK	3	3	3	3	3.00
#36	DK	DK	DK	3	3	3	3.00
#37	3	DK	3	3	3	3	3.00
#38	3	DK	2	3	4	3	3.00
#39	DK	3	3	3	3	3	3.00
#40	NA	3	3	3	3	3	3.00
#41	DK	3	2	3	3	3	2.80
#42	3	2	3	3	3	3	2.83
Ave	3.24	2.54	3.56	2.78	2.85	3.18	3.03

Information Technology

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Ave
#1	2	2	4	5	4	5	2	3.43
#2	2	3	3	5	5	5	2	3.57
#3	NA	1	2	4	3	5	3	3.00
#4	5	2	5	5	5	5	3	4.29
#5	5	3	4	5	5	5	5	4.57
#6	4	2	5	5	4	5	4	4.14
#7	4	2	3	5	4	5	5	4.00
#8	2	2	4	4	4	5	2	3.29
#9	DK	2	5	5	4	5	2	3.83
#10	5	4	5	5	5	NA	NA	4.80
#11	2	2	4	5	5	5	DK	3.83
#12	5	1	4	4	2	5	3	3.43
#13	4	3	4	5	4	5	4	4.14
#14	2	2	1	3	3	NA	3	2.33
#15	5	2	5	5	2	5	4	4.00
#16	4	3	2	5	2	5	2	3.29
#17	4	2	2	4	2	5	4	3.29
#18	1	2	2	2	2	DK	NA	1.80
#19	NA	NA	5	NA	NA	DK	NA	5.00
#20	NA	NA						
#21	NA	1	1	1	DK	DK	NA	1.00
#22	NA	1	2	2	2	DK	NA	1.75
#23	NA	DK	4	2	NA	DK	DK	3.00
#24	NA	DK	2	2	NA	DK	DK	2.00
#25	5	DK	5	4	NA	5	5	4.80
#26	5	5	5	5	5	5	5	5.00
#27	4	2	2	3	4	DK	DK	3.00
#28	DK	2	DK	DK	1	DK	DK	1.50
#29	DK	1	DK	DK	1	DK	DK	1.00
#30	DK	DK	DK	DK	1	DK	DK	1.00
#31	DK	DK	DK	DK	1	DK	DK	1.00
#33	DK	DK	DK	DK	1	DK	DK	1.00
#34	DK	DK	DK	DK	1	DK	DK	1.00
#35	DK	DK	DK	DK	1	DK	DK	1.00
#36	DK	NA	DK	DK	1	DK	DK	1.00
#37	DK	2	DK	DK	1	DK	DK	1.50
#38	NA	2	DK	DK	4	DK	DK	3.00
#39	DK	DK	4	2	NA	DK	DK	3.00
#40	DK	DK	3	DK	NA	DK	DK	3.00
#41	DK	DK	3	DK	NA	DK	DK	3.00
#42	DK	DK	4	4	NA	DK	DK	4.00
Ave	3.68	2.15	3.47	3.93	2.87	5.00	3.41	3.50

Land Use

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15
#1	4	5	1	4	5	1	4	4	1	4	3	1	1	1	2
#2	4	5	1	1	4	2	1	4	1	3	4	1	1	1	2
#3	2	5	2	1	4	4	2	3	1	4	3	1	1	1	4
#4	5	1	2	2	5	1	2	5	1	1	3	1	2	1	5
#5	5	1	4	5	5	4	3	4	1	4	4	1	2	4	4
#6	5	5	3	1	4	3	1	5	1	1	4	2	2	2	5
#7	1	3	4	1	4	1	1	4	1	3	2	3	2	4	4
#8	5	5	4	4	5	5	1	4	1	2	4	4	2	4	5
#9	1	DK	DK	4	4	DK	4	4	DK	1	4	1	2	2	2
#10	4	1	5	5	5	3	3	2	1	5	4	5	4	4	4
#11	2	5	2	4	4	DK	1	3	1	4	1	1	2	3	3
#12	5	5	2	3	4	4	1	2	1	3	2	1	3	2	4
#13	5	1	4	4	5	4	1	5	1	5	4	3	DK	4	4
#14	1	5	4	4	4	5	2	4	1	2	3	1	2	2	3
#15	5	5	1	1	5	2	1	5	1	3	4	1	5	3	5
#16	5	1	1	4	4	2	5	4	1	1	1	1	1	3	2
#17	5	3	2	2	4	4	4	2	1	1	1	1	2	1	2
#18	1	5	4	2	4	DK	3	3	1	2	1	1	2	2	4
#19	5	1	4	1	5	4	3	4	1	5	5	4	4	5	5
#20	3	1	4	5	5	NA	2	5	1	5	5	1	4	3	5
#21	5	3	3	4	4	2	2	3	1	1	3	1	2	1	3
#22	4	5	2	1	3	4	2	2	1	1	2	1	2	1	2
#23	5	2	4	4	5	3	2	5	1	3	2	1	2	3	4
#24	5	2	2	4	5	DK	1	4	1	1	1	1	1	1	4
#25	5	1	4	4	5	4	4	3	5	4	5	5	4	2	4
#26	2	1	4	4	5	5	4	2	5	4	5	5	4	4	5
#27	1	5	4	1	4	4	1	4	DK	1	2	2	DK	1	DK
#28	3	5	2	1	3	NA	1	2	DK	DK	DK	1	2	NA	4
#29	1	5	1	1	2	NA	1	1	DK	DK	DK	DK	2	NA	DK
#30	NA	5	DK	1	2	NA	2	DK	DK	DK	DK	DK	DK	NA	DK
#31	2	5	1	1	4	NA	2	2	DK	DK	DK	1	2	NA	DK
#33	NA	DK	DK	1	3	NA	3	DK	DK	DK	DK	DK	NA	DK	
#34	NA	DK	DK	3	3	NA	3	NA	DK	DK	DK	DK	DK	NA	DK
#35	NA	DK	DK	1	3	NA	3	NA	DK	DK	DK	DK	DK	NA	DK
#36	NA	DK	DK	1	3	NA	3	NA	DK	DK	DK	DK	DK	NA	DK
#37	2	5	2	1	4	NA	3	2	DK	DK	DK	1	2	NA	4
#38	NA	5	4	DK	3	NA	4	3	4	NA	4	DK	DK	3	5
#39	NA	5	DK	DK	3	DK	1	NA	DK	DK	1	DK	DK	3	DK
#40	5	3	2	3	5	2	3	5	1	4	4	1	2	4	4
#41	5	2	2	3	3	2	2	5	1	4	4	1	2	NA	4
#42	1	3	2	1	3	2	3	NA	DK	DK	1	1	DK	NA	3
Ave	3.50	3.47	2.74	2.51	4.00	3.08	2.32	3.50	1.39	2.83	3.00	1.73	2.29	2.50	3.75

	Emp #16	Emp #17	Emp #18	Emp #19	Emp #20	Emp #21	Emp #22	Emp #23	Emp #24	Emp #25	Emp #26	Emp #27	Emp #28	Emp #29	Emp #30	Emp #31
#1	1	1	1	3	4	2	1	1	2	4	1	4	DK	3	3	3
#2	1	1	1	3	2	1	1	1	2	2	2	2	1	3	2	5
#3	1	1	1	3	2	2	5	1	1	4	2	3	1	4	3	5
#4	1	1	2	4	4	4	5	3	4	2	1	3	2	4	4	1
#5	2	2	1	5	5	3	4	3	4	4	2	4	2	4	3	5
#6	1	3	1	4	3	2	2	3	4	4	1	3	1	4	4	1
#7	4	3	1	4	2	3	4	4	3	2	1	2	1	4	1	3
#8	1	3	4	3	4	5	4	2	4	4	1	5	1	3	2	4
#9	2	2	1	3	DK	4	2	1	2	5	1	4	1	4	3	2
#10	5	4	1	5	5	4	4	4	5	2	3	4	4	DK	4	5
#11	1	3	1	3	2	4	2	3	DK	4	3	2	1	2	4	3
#12	2	3	3	2	4	4	1	1	2	2	3	3	1	5	4	5
#13	4	4	4	4	5	4	2	4	4	5	3	4	3	5	4	5
#14	2	4	3	3	2	2	2	3	3	NA	3	2	1	5	4	2
#15	3	5	4	4	5	5	4	4	5	5	2	3	1	5	5	4
#16	4	5	1	5	1	4	1	1	4	4	3	4	DK	1	5	4
#17	2	4	2	2	4	DK	1	2	2	DK	2	4	1	5	3	3
#18	4	3	1	3	2	1	1	2	4	4	1	2	1	4	2	3
#19	3	3	5	4	4	DK	5	4	5	5	NA	5	5	5	4	3
#20	4	3	4	4	2	4	4	2	4	5	NA	4	5	5	5	1
#21	2	3	3	4	3	1	4	4	3	4	NA	1	2	5	2	4
#22	1	3	1	2	1	1	1	2	3	DK	1	1	1	5	1	4
#23	2	3	1	5	4	4	2	3	4	4	2	3	5	5	3	5
#24	3	3	1	5	4	4	1	3	3	4	3	4	1	4	2	5
#25	3	1	2	4	3	4	5	3	3	4	5	3	1	3	5	4
#26	4	3	3	5	4	4	5	5	4	5	5	4	2	5	5	5
#27	3	1	2	4	5	2	2	1	2	5	3	4	DK	4	4	5
#28	DK	1	2	3	1	2	1	3	1	NA	3	1	DK	3	3	4
#29	DK	1	1	3	1	DK	4	1	1	NA	NA	DK	DK	DK	3	4
#30	DK	NA	DK	2	1	DK	1	DK	1	NA	NA	DK	DK	DK	3	4
#31	DK	1	DK	2	DK	DK	1	2	3	NA	DK	DK	DK	3	3	4
#33	DK	NA	DK	3	DK	DK	1	DK	3	NA	DK	DK	DK	DK	3	4
#34	DK	NA	DK	3	DK	DK	3	DK	DK	NA	DK	DK	DK	DK	3	4
#35	DK	NA	DK	3	DK	DK	1	DK	3	NA	DK	DK	DK	DK	3	4
#36	DK	NA	DK	3	DK	DK	3	3	DK	NA	1	DK	DK	DK	3	4
#37	DK	1	1	3	1	3	1	2	1	NA	DK	4	DK	3	3	4
#38	DK	4	DK	3	4	4	4	NA	DK	NA	DK	NA	DK	1	4	4
#39	DK	NA	DK	3	DK	DK	2	DK	DK	NA	DK	DK	DK	DK	4	
#40	DK	2	4	3	2	3	2	1	4	4	DK	4	4	4	2	4
#41	2	2	4	3	2	4	2	1	4	5	DK	4	4	4	2	4
#42	2	NA	DK	4	DK	2	3	2	DK	NA	DK	DK	DK	4	2	4
Ave	2.41	2.56	2.09	3.44	2.97	3.10	2.54	2.43	3.06	3.92	2.23	3.23	2.04	3.88	3.20	3.78

	Emp #32	Emp #33	Emp #34	Emp #35	Emp #36	Emp #37	Emp #38	Emp #39	Emp #40	Emp #41	Emp #42	Emp #43	Emp #44	Ave
#1	5	2	DK	1	1	3	2	2	4	2	DK	1	2	2.44
#2	5	4	DK	1	2	3	2	2	4	5	DK	1	2	2.29
#3	5	3	DK	DK	2	DK	DK	3	1	DK	DK	4	2	2.55
#4	5	2	4	1	4	3	1	1	4	5	2	3	4	2.75
#5	5	4	3	3	3	3	4	1	3	4	3	3	4	3.34
#6	5	4	5	1	1	3	2	3	1	3	5	3	4	2.84
#7	1	4	4	1	4	3	1	4	1	1	3	3	2	2.55
#8	5	DK	5	2	3	DK	1	3	1	5	2	1	4	3.26
#9	5	4	4	DK	2	3	1	3	DK	DK	2	2	4	2.67
#10	5	5	3	5	2	3	4	5	5	3	4	3	2	3.79
#11	5	5	4	1	2	DK	1	4	1	4	3	1	4	2.66
#12	5	4	DK	DK	3	DK	1	4	4	1	2	1	4	2.83
#13	5	4	5	1	1	3	2	5	5	5	4	3	2	3.70
#14	5	5	3	DK	1	3	3	4	4	1	2	3	1	2.83
#15	5	5	5	1	2	3	1	4	1	5	5	5	4	3.57
#16	5	4	4	1	1	1	1	2	1	3	5	5	4	2.79
#17	5	2	1	1	4	3	1	4	1	1	4	4	5	2.57
#18	5	1	1	DK	1	3	4	4	2	3	2	1	2	2.43
#19	5	4	5	1	3	5	5	5	2	5	2	3	2	3.88
#20	5	4	4	NA	4	4	2	5	5	4	4	5	2	3.73
#21	5	2	DK	DK	2	3	2	3	4	1	DK	1	2	2.70
#22	5	2	4	DK	1	1	2	1	1	5	4	1	2	2.14
#23	5	2	DK	DK	4	3	3	4	4	5	4	5	4	3.43
#24	5	4	2	DK	1	3	2	3	4	5	4	1	2	2.83
#25	3	2	5	5	3	3	2	2	5	3	5	3	2	3.52
#26	5	4	5	5	2	5	4	2	5	1	5	3	4	4.02
#27	5	2	5	1	DK	3	DK	1	4	1	DK	DK	4	2.86
#28	5	2	3	DK	DK	4	DK	4	3	DK	DK	DK	2	2.50
#29	5	2	DK	DK	DK	4	DK	2	3	DK	DK	DK	2	2.22
#30	5	2	DK	DK	DK	DK	DK	4	3	DK	DK	DK	DK	2.57
#31	5	2	4	DK	DK	DK	DK	3	3	DK	DK	DK	2	2.52
#33	5	2	DK	DK	DK	DK	DK	3	3	DK	DK	DK	DK	2.83
#34	5	2	DK	DK	DK	DK	DK	3	3	DK	DK	DK	DK	3.18
#35	1	2	DK	DK	DK	DK	DK	4	3	DK	DK	DK	DK	2.58
#36	1	2	DK	DK	DK	DK	DK	4	3	DK	DK	DK	DK	2.62
#37	5	2	DK	DK	DK	4	DK	4	3	DK	DK	DK	2	2.61
#38	5	2	DK	DK	DK	2	DK	2	3	DK	DK	NA	4	3.52
#39	5	1	DK	DK	4	3	DK	1	3	DK	DK	DK	DK	2.79
#40	5	2	DK	DK	3	3	3	2	4	5	DK	DK	4	3.21
#41	5	2	4	DK	3	3	3	2	4	5	DK	DK	4	3.13
#42	5	2	DK	DK	2	3	2	1	3	DK	DK	1	2	2.37
Ave	4.66	2.88	3.83	1.88	2.37	3.10	2.21	3.00	3.03	3.37	3.45	2.59	2.91	2.93

No Division Marked

	Emp #1	Emp #2	Ave
#1	3	4	3.50
#2	3	4	3.50
#3	2	4	3.00
#4	2	3	2.50
#5	4	5	4.50
#6	4	3	3.50
#7	3	1	2.00
#8	2	4	3.00
#9	4	3	3.50
#10	4	5	4.50
#11	3	4	3.50
#12	4	4	4.00
#13	4	4	4.00
#14	3	3	3.00
#15	DK	4	4.00
#16	1	2	1.50
#17	2	4	3.00
#18	3	2	2.50
#19	3	3	3.00
#20	4	4	4.00
#21	3	3	3.00
#22	3	3	3.00
#23	2	3	2.50
#24	3	3	3.00
#25	3	4	3.50
#26	4	5	4.50
#27	NA	3	3.00
#28	DK	3	3.00
#29	DK	3	3.00
#30	DK	3	3.00
#31	DK	3	3.00
#33	DK	3	3.00
#34	DK	3	3.00
#35	DK	3	3.00
#36	DK	3	3.00
#37	DK	3	3.00
#38	DK	3	3.00
#39	NA	3	3.00
#40	NA	3	3.00
#41	NA	3	3.00
#42	3	3	3.00
Ave	3.04	3.32	3.18

Office of Director

	Emp #1	Emp #2	Emp #3	Ave
#1	2	1	1	1.33
#2	2	1	1	1.33
#3	1	1	1	1.00
#4	1	1	1	1.00
#5	2	4	1	2.33
#6	1	1	1	1.00
#7	1	1	1	1.00
#8	1	1	1	1.00
#9	1	DK	1	1.00
#10	4	5	1	3.33
#11	1	1	1	1.00
#12	2	DK	1	1.50
#13	2	DK	1	1.50
#14	2	DK	DK	2.00
#15	1	4	1	2.00
#16	3	5	5	4.33
#17	1	2	1	1.33
#18	1	1	2	1.33
#19	1	DK	1	1.00
#20	2	DK	NA	2.00
#21	1	DK	1	1.00
#22	1	1	1	1.00
#23	1	DK	1	1.00
#24	2	DK	1	1.50
#25	5	3	5	4.33
#26	4	5	5	4.67
#27	DK	DK	2	2.00
#28	DK	1	DK	1.00
#29	DK	1	DK	1.00
#30	DK	1	DK	1.00
#31	DK	1	DK	1.00
#33	DK	1	DK	1.00
#34	DK	1	4	2.50
#35	DK	1	2	1.50
#36	DK	DK	5	5.00
#37	DK	1	5	3.00
#38	DK	DK	3	3.00
#39	DK	DK	1	1.00
#40	DK	DK	4	4.00
#41	DK	DK	4	4.00
#42	DK	DK	1	1.00
Ave	1.77	1.84	2.00	1.87

Permit Center

	Emp #1	Emp #2	Emp #3	Ave
#1	1	1	4	2.00
#2	1	1	4	2.00
#3	1	1	1	1.00
#4	2	1	1	1.33
#5	2	1	5	2.67
#6	1	1	4	2.00
#7	3	1	1	1.67
#8	3	1	1	1.67
#9	1	1	1	1.00
#10	NA	4	1	2.50
#11	5	1	1	2.33
#12	5	1	4	3.33
#13	4	4	4	4.00
#14	4	1	1	2.00
#15	4	1	1	2.00
#16	2	1	1	1.33
#17	NA	2	1	1.50
#18	2	1	1	1.33
#19	4	1	1	2.00
#20	4	1	1	2.00
#21	DK	1	1	1.00
#22	DK	1	1	1.00
#23	2	1	1	1.33
#24	2	1	1	1.33
#25	4	5	5	4.67
#26	4	5	5	4.67
#27	DK	DK	4	4.00
#28	5	DK	DK	5.00
#29	NA	DK	DK	
#30	NA	DK	DK	
#31	DK	DK	DK	
#33	DK	DK	DK	
#34	DK	DK	DK	
#35	DK	DK	DK	
#36	DK	DK	DK	
#37	DK	DK	DK	
#38	DK	DK	DK	
#39	4	1	1	2.00
#40	DK	DK	DK	
#41	DK	DK	DK	
#42	3	1	1	1.67
Ave	2.92	1.54	2.03	2.16

Residential Review

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15	Emp #16	Emp #17	Emp #18	Ave
#1	4	2	2	4	4	5	5	3	4	5	5	1	5	4	2	4	2	3	3.56
#2	4	3	2	5	4	4	5	2	2	3	4	1	5	4	2	4	2	3	3.28
#3	2	DK	1	4	4	2	4	4	4	4	DK	2	5	1	4	4	1	3	3.06
#4	5	4	2	5	2	DK	3	5	4	5	5	1	3	4	5	4	2	3	3.65
#5	2	3	1	3	4	3	5	5	4	5	4	3	5	3	4	5	2	2	3.50
#6	4	4	2	5	5	5	5	3	4	4	5	1	4	4	5	5	2	3	3.89
#7	3	2	2	5	2	5	4	5	3	1	4	2	2	4	3	4	2	DK	3.12
#8	3	3	1	5	4	4	4	1	4	3	5	1	3	4	2	4	1	3	3.06
#9	4	3	1	5	4	5	4	5	DK	4	DK	1	5	2	5	DK	1	2	3.40
#10	3	4	4	NA	4	5	4	5	5	5	4	2	5	2	2	5	5	2	3.88
#11	2	2	2	5	3	5	4	3	4	2	4	1	2	5	4	3	3	3	3.17
#12	5	4	1	4	2	4	2	2	5	5	5	1	3	5	4	4	2	3	3.39
#13	4	5	5	5	4	4	5	5	4	5	5	3	5	5	3	4	4	3	4.33
#14	4	4	1	5	3	DK	4	4	5	3	DK	1	5	2	4	2	1	DK	3.20
#15	5	5	5	4	4	5	5	5	4	5	5	2	5	5	4	2	3	4.33	
#16	5	4	1	4	4	2	5	1	3	4	4	1	3	4	1	1	1	2	2.78
#17	4	5	1	4	4	3	4	4	3	4	4	1	3	2	3	3	1	2	3.06
#18	1	1	1	5	2	2	3	2	2	3	DK	1	1	1	2	2	1	1	1.82
#19	4	5	4	4	5	5	5	4	5	5	5	3	3	5	3	4	4	2	4.17
#20	3	4	1	5	4	5	4	4	4	5	5	2	3	4	2	4	2	2	3.50
#21	3	3	1	4	3	2	2	5	1	3	DK	1	2	2	3	3	1	DK	2.44
#22	2	2	1	4	2	1	1	2	1	1	2	1	3	1	2	1	4	1	1.78
#23	4	4	1	4	4	2	3	4	3	3	4	1	3	2	1	4	3	1	2.83
#24	4	5	2	4	4	3	4	4	2	2	4	1	5	2	3	3	3	2	3.17
#25	2	3	1	5	4	1	2	1	2	4	4	2	4	1	1	3	1	5	2.56
#26	2	5	5	3	4	3	5	5	3	5	4	5	4	5	5	5	5	5	4.33
#27	3	DK	5	3	4	NA	3	NA	DK	2	2	3	3	1	1	DK	3	DK	2.75
#28	DK	DK	DK	4	3	3	DK	DK	DK	1	DK	DK	3	1	DK	4	3	3	2.78
#29	3	DK	DK	4	3	2	DK	4	DK	3	DK	4	3	3	4	1	DK	3.25	
#30	3	DK	DK	4	3	4	2	DK	DK	3	DK	DK	3	3	DK	4	DK	DK	3.22
#31	DK	DK	DK	4	3	DK	DK	DK	DK	1	DK	DK	1	3	DK	4	DK	2	2.57
#33	DK	DK	DK	4	3	3	4	DK	DK	1	DK	5	2	4	DK	4	DK	DK	3.33
#34	DK	DK	DK	4	3	3	DK	DK	DK	3	DK	4	3	3	NA	4	DK	DK	3.38
#35	3	DK	2	4	1	4	DK	4	3	2	DK	5	3	1	NA	4	1	DK	2.85
#36	DK	DK	DK	4	3	3	DK	DK	DK	3	DK	5	3	3	NA	4	1	DK	3.22
#37	DK	DK	DK	4	3	3	4	DK	DK	3	DK	2	3	3	NA	4	3	DK	3.20
#38	DK	3	5	4	3	NA	DK	3	DK	3	4	4	3	3	NA	3	2	3	3.31
#39	3	2	2	4	4	1	2	2	2	4	4	4	1	2	2	1	1	1	2.50
#40	DK	DK	DK	4	3	NA	DK	DK	DK	3	DK	DK	3	NA	3	2	2	3	2.86
#41	DK	DK	DK	4	3	NA	DK	DK	DK	3	DK	DK	3	NA	3	2	2	2	2.86
#42	2	DK	2	4	2	4	3	2	3	4	4	1	2	1	NA	2	2	3	2.56
Ave	3.28	3.48	2.16	4.23	3.34	3.38	3.72	3.52	3.29	3.34	4.20	2.19	3.38	2.95	2.97	3.54	2.14	2.50	3.20

Site Subdivision

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Emp #11	Emp #12	Emp #13	Emp #14	Emp #15
#1	3	1	2	4	3	5	2	4	2	4	2	4	4	3	1
#2	3	1	3	4	3	5	2	4	2	2	2	2	3	3	1
#3	3	3	4	3	4	5	4	4	3	3	2	4	2	4	1
#4	3	2	4	5	2	4	3	3	4	1	4	5	3	4	1
#5	5	2	4	5	4	5	4	5	4	4	2	5	3	3	1
#6	2	3	1	4	2	4	3	1	2	1	1	4	3	4	1
#7	2	4	4	5	3	2	3	4	1	4	4	4	3	2	1
#8	3	1	2	4	2	2	4	1	1	2	2	5	3	4	1
#9	DK	4	2	4	4	1	4	4	3	1	2	2	2	4	1
#10	3	5	3	5	3	5	4	4	5	5	5	5	3	3	4
#11	4	2	4	4	2	4	3	4	2	3	4	2	2	2	1
#12	4	2	4	4	2	4	2	4	2	5	4	5	2	3	1
#13	4	4	3	3	3	5	3	4	4	DK	5	4	5	3	4
#14	4	2	3	3	1	5	2	2	2	1	3	1	5	1	1
#15	5	5	4	5	4	5	4	2	4	4	4	5	5	5	1
#16	5	4	4	5	3	3	2	5	4	1	3	4	4	4	1
#17	5	2	3	4	2	4	2	3	3	1	5	4	4	4	1
#18	4	1	3	3	1	2	2	1	2	1	1	1	2	1	1
#19	4	2	3	3	DK	1	NA	NA	1	1	2	4	2	NA	1
#20	NA	3	4	4	NA	NA	NA	NA	3	1	NA	4	3	NA	5
#21	3	3	2	3	NA	DK	1	1	1	1	2	1	2	DK	1
#22	4	3	2	1	DK	3	1	3	3	DK	2	1	2	2	DK
#23	4	3	2	3	DK	3	3	2	2	DK	NA	1	2	2	2
#24	4	3	2	3	DK	3	3	1	2	DK	NA	1	2	DK	2
#25	NA	4	5	5	3	1	NA	5	4	5	4	5	4	3	DK
#26	5	5	5	5	4	1	4	5	4	4	4	4	4	4	5
#27	3	3	4	4	DK	3	4	4	DK	DK	1	1	3	DK	2
#28	3	2	2	4	DK	3	3	2	DK	DK	2	2	DK	DK	2
#29	3	3	2	4	DK	4	3	2	DK	DK	NA	DK	DK	DK	2
#30	3	2	2	4	DK	DK	3	2	DK	DK	NA	DK	DK	DK	3
#31	2	3	3	5	DK	4	2	2	DK	DK	NA	4	DK	DK	3
#33	DK	3	3	4	DK	DK	3	2	DK	DK	NA	DK	DK	DK	3
#34	DK	DK	3	4	DK	DK	3	2	DK	DK	NA	DK	DK	DK	3
#35	DK	3	3	4	DK	DK	3	2	DK	DK	NA	DK	DK	DK	3
#36	DK	3	3	4	DK	DK	3	2	DK	DK	NA	DK	DK	DK	3
#37	DK	3	3	4	DK	DK	3	2	DK	DK	NA	3	DK	DK	DK
#38	NA	2	3	4	2	2	2	2	3	DK	3	4	DK	DK	1
#39	DK	3	2	4	DK	DK	3	2	2	DK	3	DK	DK	DK	3
#40	DK	3	3	4	DK	DK	3	2	2	DK	NA	DK	DK	DK	3
#41	4	3	2	4	DK	DK	3	2	2	DK	2	2	DK	4	1
#42	2	3	2	4	DK	2	4	1	1	DK	NA	1	DK	2	1
Ave	3.53	2.83	2.98	3.95	2.71	3.33	2.89	2.74	2.58	2.50	2.86	3.15	3.04	3.08	1.92

	Emp #16	Emp #17	Emp #18	Emp #19	Emp #20	Emp #21	Emp #22	Emp #23	Emp #24	Emp #25	Emp #26	Emp #27	Emp #28	Emp #29
#1	4	3	5	4	4	3	3	3	5	2	4	DK	1	4
#2	4	3	5	4	1	3	3	3	5	1	1	DK	1	4
#3	2	4	5	DK	DK	4	4	3	2	2	3	DK	4	4
#4	2	3	5	4	2	2	1	5	5	1	2	DK	3	4
#5	2	3	5	4	2	4	3	3	5	2	3	5	2	4
#6	4	3	5	1	2	4	1	2	5	1	3	5	2	5
#7	2	4	5	1	1	4	4	3	5	1	2	5	1	5
#8	2	3	5	1	1	5	2	4	1	1	1	DK	1	5
#9	4	3	5	1	1	1	2	DK	5	1	1	DK	4	5
#10	5	5	5	2	5	5	5	2	5	3	5	5	5	4
#11	4	3	5	4	3	3	1	3	3	3	3	5	3	1
#12	5	3	5	1	2	5	3	3	1	1	3	5	3	4
#13	4	4	5	4	2	5	5	5	5	3	4	5	4	5
#14	5	4	1	1	1	3	1	3	5	1	4	DK	1	5
#15	4	5	5	5	4	2	3	4	5	1	1	5	5	5
#16	2	1	1	5	4	4	4	4	4	2	4	5	5	5
#17	5	2	4	4	2	2	3	4	1	1	1	5	4	5
#18	5	3	1	1	1	1	1	3	1	1	1	DK	1	4
#19	5	NA	4	NA	NA	3	NA	DK	1	3	2	DK	3	4
#20	4	NA	4	NA	NA	5	5	NA	NA	3	NA	DK	4	4
#21	4	3	1	1	1	3	3	DK	DK	3	1	DK	3	4
#22	2	3	1	1	1	2	2	DK	DK	3	2	DK	DK	4
#23	2	3	1	1	1	3	NA	DK	DK	1	1	DK	DK	4
#24	4	2	1	1	1	3	3	DK	DK	1	1	DK	DK	4
#25	5	3	5	5	5	4	4	1	5	4	NA	DK	NA	5
#26	5	4	4	5	5	5	3	1	5	4	5	5	5	5
#27	2	3	1	1	1	1	DK	3	DK	3	3	DK	DK	4
#28	DK	3	1	DK	DK	1	1	DK	3	DK	DK	DK	DK	4
#29	DK	3	1	DK	DK	3	DK	4						
#30	DK	3	1	DK	DK	3	DK	4						
#31	DK	3	1	DK	DK	3	DK	4						
#33	DK	3	4	DK	DK	3	DK	4						
#34	DK	3	DK	DK	DK	3	DK	4						
#35	DK	3	DK	DK	DK	3	DK	4						
#36	DK	3	DK	DK	DK	3	DK	4						
#37	DK	3	DK	DK	DK	3	DK	4						
#38	4	2	4	DK	1	3	DK	DK	DK	2	NA	DK	4	4
#39	DK	3	1	2	DK	3	DK	DK	DK	NA	DK	DK	4	
#40	DK	3	DK	DK	1	3	DK	DK	DK	DK	NA	DK	DK	4
#41	DK	3	2	2	2	3	5	DK	DK	DK	NA	DK	DK	4
#42	2	3	1	1	1	1	5	2	DK	3	1	DK	DK	4
Ave	3.59	3.10	3.19	2.48	2.03	3.10	3.04	3.05	3.76	2.00	2.38	5.00	3.00	4.20

	Emp #30	Emp #31	Emp #32	Emp #33	Emp #34	Emp #35	Emp #36	Emp #37	Emp #38	Emp #39	Emp #40	Ave
#1	4	3	3	5	3	4	3	4	1	4	4	3.26
#2	3	2	3	5	3	4	3	3	1	4	5	2.92
#3	5	2	3	4	3	3	3	3	1	4	2	3.22
#4	5	4	4	5	4	3	5	5	1	5	4	3.38
#5	5	3	4	5	DK	3	4	4	1	5	4	3.62
#6	4	3	3	4	3	3	2	5	1	4	4	2.88
#7	3	2	4	5	2	4	3	5	1	4	4	3.15
#8	3	3	2	5	4	3	3	5	1	4	5	2.74
#9	5	DK	3	5	DK	2	4	2	1	4	5	2.91
#10	5	5	5	5	5	5	5	5	3	5	5	4.40
#11	3	4	3	4	3	4	4	5	1	5	5	3.20
#12	4	4	3	5	3	3	3	4	3	5	5	3.35
#13	4	4	5	5	5	4	4	4	3	5	5	4.15
#14	3	2	3	5	3	2	2	4	1	4	4	2.67
#15	5	4	5	5	4	5	3	4	1	4	5	4.03
#16	4	2	4	5	3	2	5	5	1	4	5	3.55
#17	4	2	3	3	3	2	3	5	2	4	5	3.15
#18	2	1	1	5	1	3	3	5	1	2	4	2.00
#19	2	2	3	NA	3	3	3	5	1	2	2	2.59
#20	4	3	3	5	3	3	NA	4	3	3	4	3.64
#21	3	2	3	5	3	3	2	3	1	2	2	2.26
#22	3	DK	3	5	3	3	2	2	1	3	3	2.38
#23	3	DK	3	NA	3	3	3	2	DK	3	4	2.41
#24	3	DK	3	NA	3	3	3	4	DK	3	4	2.52
#25	4	3	5	4	3	3	5	5	4	3	4	4.03
#26	5	4	5	5	3	4	5	5	5	5	5	4.38
#27	3	1	DK	3	DK	4	3	1	2	2	5	2.60
#28	3	DK	DK	5	DK	3	NA	2	DK	3	4	2.64
#29	3	DK	DK	5	DK	3	NA	DK	DK	3	4	3.06
#30	3	DK	DK	4	DK	3	NA	3	DK	3	3	2.88
#31	3	DK	DK	5	DK	2	NA	2	DK	3	3	3.00
#33	3	DK	DK	5	DK	2	NA	3	DK	3	3	3.19
#34	3	DK	DK	5	DK	3	NA	3	DK	3	3	3.21
#35	3	DK	DK	5	DK	3	NA	3	DK	3	3	3.20
#36	3	DK	DK	5	DK	3	NA	DK	DK	3	3	3.21
#37	3	DK	DK	5	DK	3	NA	3	DK	3	3	3.20
#38	4	DK	3	5	3	3	NA	3	1	3	3	2.86
#39	3	DK	DK	4	DK	3	3	2	DK	3	4	2.85
#40	3	DK	DK	3	DK	3	NA	3	DK	3	4	2.94
#41	4	2	3	5	3	2	2	2	3	4	3	2.86
#42	3	DK	2	5	3	3	NA	2	1	3	3	2.32
Ave	3.54	2.79	3.34	4.68	3.15	3.10	3.32	3.56	1.68	3.54	3.88	3.12

Support Services

	Emp #1	Emp #2	Emp #3	Emp #4	Emp #5	Emp #6	Emp #7	Emp #8	Emp #9	Emp #10	Ave
#1	DK	1	4	1	2	2	1	5	5	5	2.89
#2	DK	1	4	1	2	4	1	5	5	4	3.00
#3	DK	1	2	1	5	4	1	5	4	DK	2.88
#4	DK	1	3	2	2	1	1	5	5	5	2.78
#5	2	1	4	3	4	2	1	5	4	4	3.00
#6	DK	1	2	DK	4	1	1	5	5	5	3.00
#7	DK	1	3	1	1	5	1	5	3	5	2.78
#8	2	1	3	1	1	1	1	4	1	3	1.80
#9	2	1	DK	3	DK	2	1	3	4	4	2.50
#10	4	1	1	1	5	5	2	4	4	4	3.10
#11	DK	1	DK	DK	2	1	1	5	4	3	2.43
#12	DK	1	4	DK	4	3	1	5	5	2	3.13
#13	DK	3	1	4	4	3	4	5	3	4	3.44
#14	DK	1	3	3	2	1	4	4	2	3	2.56
#15	4	1	1	5	1	1	1	5	4	5	2.80
#16	3	1	5	5	5	5	DK	5	3	4	4.00
#17	DK	1	2	5	2	1	1	5	4	3	2.67
#18	2	1	4	2	DK	5	1	4	4	2	2.78
#19	DK	1	4	NA	NA	5	3	4	NA	DK	3.40
#20	DK	NA	4	NA	NA	NA	3	5	NA	DK	4.00
#21	DK	DK	4	DK	DK	1	3	DK	DK	DK	2.67
#22	DK	1	1	NA	DK	1	3	2	DK	DK	1.60
#23	DK	1	1	NA	DK	1	3	DK	3	DK	1.80
#24	DK	DK	1	DK	DK	1	3	DK	3	DK	2.00
#25	DK	5	3	5	4	5	4	5	4	3	4.22
#26	DK	5	3	5	5	5	4	5	5	5	4.67
#27	DK	1	3	DK	4	2	1	DK	DK	DK	2.20
#28	DK	1	3	NA	DK	3	3	DK	DK	DK	2.50
#29	DK	1	2	NA	DK	3	3	DK	DK	DK	2.25
#30	DK	1	2	NA	DK	DK	3	DK	DK	DK	2.00
#31	DK	1	4	NA	DK	5	3	DK	DK	DK	3.25
#33	DK	1	4	NA	DK	DK	3	DK	DK	DK	2.67
#34	DK	1	3	NA	DK		3	DK	DK	DK	2.33
#35	DK	1	1	NA	DK	DK	3	DK	DK	DK	1.67
#36	DK	1	1	NA	DK	DK	3	DK	DK	DK	1.67
#37	DK	1	2	NA	DK	DK	3	DK	DK	DK	2.00
#38	DK	3	2	DK	4	d3	3	DK	DK	DK	3.00
#39	DK	1	1	NA	DK	d	3	2	DK	DK	1.75
#40	DK	DK	DK	NA	DK	4	3	2	DK	DK	3.00
#41	DK	3	1	NA	DK	4	3	2	DK	DK	2.60
#42	DK	1	1	DK	DK	2	3	2	DK	DK	1.80
Ave	2.71	1.38	2.55	2.82	3.15	2.78	2.33	4.19	3.82	3.84	2.96